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ABSTRACT

The general purpose of the occupational analysis is to provide workable, basic information dealing with the many and varied duties performed in the real estate property manager occupation. The document opens with a brief introduction followed by a job description. The bulk of the document is presented in table form. Eleven duties are broken down into a number of tasks and for each task a two-page table is presented, showing on the first page: tools, equipment, materials, objects acted upon; performance knowledge (related also to decisions, cues and errors); safety--hazard; and on the second page: science; math--number systems; and communications (performance modes, examples, and skills and concepts). The duties relate to: planning and purchasing residential rental projects in consultation with owners and developers; marketing, managing, and policy formation; responsibility for operating staff; advertising, promotion, and tenant relations; marketing and renting space; leases, renewals, and related problems; moving tenants; billing, collecting, and accounting for security deposits, etc.; developing tenant relations, service policies, and amenities; maintenance, repair and improvement; and administration, recordkeeping, and communications. A glossary of real estate terms is appended. (BP)

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Occupational Analysis

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REAL ESTATE PROPERTY MANAGER

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Instructional Materials Laboratory
Trade and Industrial Education
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5235

AN ANALYSIS OF THE PROPERTY MANAGING OCCUPATION

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Occupational Analysis
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FOREWORD

The occupational analysis project was conducted by The Instructional Materials Laboratory, Trade and Industrial Education, The Ohio State University in conjunction with the State Department of Education, Division of Vocational Education pursuant to a grant from the U.S. Office of Education.

The Occupational Analysis project was proposed and conducted to train vocational educators in the techniques of making a comprehensive occupational analysis. Instructors were selected from Agriculture, Business, Distributive, Home Economics, and Trade and Industrial Education to gain experience in developing analysis documents for sixty-one different occupations. Representatives from Business, Industry, Medicine, and Education were involved with the vocational instructors in conducting the analysis process.

The project was conducted in three phases. Phase one involved the planning and development of the project strategies. The analysis process was based on sound principles of learning and behavior. Phase two was the identification, selection and orientation of all participants. The training and workshop sessions constituted the third phase. Two-week workshops were held during which teams of vocational instructors conducted an analysis of the occupations in which they had employment experience. The instructors were assisted by both occupational consultants and subject matter specialists.

The project resulted in producing one hundred two trained vocational instructors capable of condulting and assisting in a comprehensive analysis of various occupations. Occupational analysis data were generated for sixty-one occupations. The analysis inlcuded a statement of the various tasks performed in each occupation. For each task the following items were identified: tools and equipment; procedural knowledge; safety knowledge; concepts and skills of mathematics, science and communication needed for successful performance in the occupation. The analysis data provided a basis for generating instructional materials, course outlines, student performance objectives, criterion measures, as well as identifying specific supporting skills and knowledge in the academic subject areas.

PREFACE

In 1973 the Federal Division of Housing and Urban Development (HUD), informed a group of certified property managers that there were about twenty-five million residential rental units in the United States. This figure is expected to reach thirty-four million by 1980. Over four and one half million units will be Federally assisted (subsidized) rentals.

The expanded housing will generate a need for sixty thousand housing managers and two hundred thousand maintenance and clerical service personnel by 1980.* A center has been established to set standards, research techniques and accredit individuals.

Need for property managers expanded rapidly since World War II, because of increases in the number of absentee property owners and in the size of housing complexes. Government subsidies and changes in the social structure have encouraged the trend in specialized property managers.

Application of scientific property management techniques and training of people has been slow. The result has been generally poor management and delay in recognizing property management as a viable occupation.

Titles and definitions are also obscure. The National Association of Home Builders defines a property manager as:

> "the direct representative of the management company (owners) and responsible for the apartment projects that have been assigned to him. He is responsible for the recruitment and training of all personnel in the projects, he is the vehicle for implementing all of the policies and procedures established by management. He is also directly responsible for: the appearance, maintenance, advertising, rental performance, problem solving, training new personnel, preparing budgets, maintain control of expenditures, and analyzing and reporting on budgeting deviations."

Other authorities define property managers as advisors in investment property or specialists in the marketing of residential rental properties. Regardless of title, the role

of the property manager is not generally understood. Except in states where real estate licenses are required for leasing, there is no formal license required and certification agencies do not have legal status.

The actual duties of a property manager vary widely between regions, cities, and employers. The size of the project managed has a strong bearing on managers' duties. Low income housing has unique management problems.

The following duties analyzed are based on the more progressive, practices of relatively large projects that favor the scientific approach. Property managers in these projects generally depend on staff or contractors to perform most of the tasks.

Many owners and developers regard professional property managers as too expensive. They hire lower level employees directly and perform many of the supervisory or administrative functions. Many of the tasks outlined are performed by people whose general titles include resident manager, rental agent, assistant resident manager, maintenance engineer, janitorial staff, maintenance and repair specialist, and ground specialists.

Responsibilities of people with these titles overlap so completely that it is impractical to assign responsibility. The object of this analysis is to describe a series of duties which, if properly conducted, should result in successful residential complexes.

With minor changes many of the descriptions apply to property managers working on government supported complexes or for private owners.

Duties of property managers of commercial or industrial complexes, vary considerably from those of residential property managers. These variations are beyond the scope of this analysis.

The duties of property managers are becoming recognized as requiring the full time, dedicated attention of a personable business person trained in good sales technique.

* Source: A study by the National Corporation for Housing Partnerships sponsored by HUD.

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JOB DESCRIPTION

A property manager is an agent of the owner of residential rental property. His/her duties are to consult with the owners on the planning and/or purchase of investment properties, and on the selection and acquisition of marketable apartment complexes.

On existing units, the resident property manager is generally vested with responsibility for all phases of the operations, including general administration, and mantenance of the physical plant. In some complexes leasing or deposits and rents may be handled by outside agencies.

The property manager is generally under contract, frequently on a percentage basis. Frequent communication between the resident manager and the owner or owner's business agent is vital.

Duty A — Consulting with Owners and Developers in Planning New Residential Rental Projects or Purchase of Existing Projects

1. Guide owner in initial planning of project
2. Advise owner on rental market, costs, and ratios
3. Analyze and help specific locations, sites, and types of facilities for project
4. Assist in financial planning related to project

(TASK STATEMENT) GUIDE OWNER IN INITIAL PLANNING OF PROJECT

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Library on real estate and property management Access to association files and news letters Office equipped for statistical analysis: secretary, calculator, supplies Familiarity with goverment subsidies and policy Working forms (e.g. leases, contracts, etc.)	Conduct basic research on national and local rental market Define projects acceptable to owner and market Study real estate offerings of land and buildings Select geographic area or city Select type of tenant or project or market segment desired Estimate operating income under alternate conditions	

DECISIONS	CUES	ERRORS
Determine if economic trends are favorable or unfavorable Determine size and scope of project – that fits owners resources Determine whether to build or buy Identify several acceptable complexes	Occupancy rates of rental units New building starts Relative strength of buyers and sellers General level of economy Profits or losses of existing owners Unserved or highly profitable market segment Ratios of building or operating costs to prevailing rents	Estimates of rental income too high Costs not realistic Selecting overbuilt area for start Market selected too wide or vague Too much faith in secondary information

(TASK STATEMENT) GUIDE OWNER IN INITIAL PLANNING OF PROJECT

SCIENCE	MATH – NUMBER SYSTEMS
Principles of economics Principles of business and finance Exhibit the capacity to act in an analytical manner Aptitude for thorough research Geography and land characteristics Ability to analyze tax data and interpret tax schedules	Basic math skills with reference to: problem solving, percentages, cost ratios, and comparable numbers Ratio and proportion Estimation [forecast cost and income] Use of computing devices and mechanical aids calculators: mechanical and electrical

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Reading	Analytical reports and charts written on desirable sites or desirable new complexes Trade journals	Comprehension, detail/inference, terminology: real estate, finance, accounting, and building trades
Writing	Research report on size and quality of the market Correspondence to owners or brokers with property for sale	Terminology, general vocabulary, and logic
Viewing	Statistics on the performance of complex owners or complexes under development Competitive complexes or examples of new techniques	Visual analysis, logic, recognition of symbols, codes and emblems

(TASK STATEMENT) ADVISE OWNER ON RENTAL MARKET, COSTS, AND RATIOS

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Rental surveys on local prospects Association cost-rent ratios Community income data Profile of tenants (present or planned) Written owner's objectives Local zoning codes Tax information Appropriate reference manuals	Examine rental surveys and competive rentals Consider existing rentals or planned construciton of units Compare location, service, and image of your project or proposal with competive offers Advise on rent levels and profitability	

DECISIONS	CUES	ERRORS
Determine strength of demand for rentals Select architectural style, apartment mix Determine which of several plans will suit owners, non-economic image Determine whether to build or buy; or to postpone decision Determine whether to hire agent to start up rentals or to do own work	Rent levels for apartments of various characteristics Vacancies in existing properties Prospects or waiting list as determined by inquiries or surveys Up-to-date costs and ratios	Chosen rent too high or too low Wrong market in terms of area selected and tenant profile Failure to invest in promotion or reliable counsel

(TASK STATEMENT) ADVISE OWNER ON RENTAL MARKET, COSTS, AND RATIOS

SCIENCE	MATH – NUMBER SYSTEMS
Professional management must be familiar with principles of: psychology sociology human behavior law economics finance accounting taxes insurance education marketing landscaping architecture maintenance construction utilities buying	Basic Arithmetic Skills and Concepts Fundamental Operations (Calculation) Addition, subtraction, multiplication and division algorithms Ratio and proportion [vacancy rates] Estimation Use of computing devices and mechanical aid calculators: electrical and mechanical Rule of thumb

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Speaking	Owner and developer furnished details on project operating cost and cash flow	Persuasion and sales technique Logic Terminology Poise
Writing	Operating reports Standard forms Letters for advertising and promotion	Informational reports Logic Terminology Business letters (format/content)
Reading	Local papers Local papers Trade publications	Comprehension Description, definition

(TASK STATEMENT) ANALYZE AND HELP SPECIFIC LOCATIONS, SITES, AND TYPES OF FACILITIES FOR PROJECT

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Real estate listings and comparables Plat book or maps of vicinity Zoning data Current appraisals of property Neighborhood rental survey Chamber of Commerce data on: shopping facilities, recreation, schools Statistics on government subsidies Predictions of local trends Blueprints or development plans	Work with local brokers and [illegible] real estate offerings Provide several sites or projects for owners inspection Study neighborhood and city rental patterns Study the tenant profile	Excessive dedication to detail at expense of the overall picture Hidden defects or obsolete information Decaying neighborhoods Overpriced property
DECISIONS	**CUES**	**ERRORS**
Choose experienced advisors Select and recommend one of several projects Select resident manager	Reputation and experience of broker Profit and loss statements of operators Compatibility of neighborhood with tenant profile Accessibility of utilities and service Services available in vicinity	Deteriorating neighborhood Price too high Timing may be poor Terms of sale too vague Failure to prorate expenses and income during transition

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(TASK STATEMENT) ANALYZE AND HELP SELECT LOCATIONS, SITES, AND TYPES OF FACILITIES FOR PROJECT

SCIENCE	MATH – NUMBER SYSTEMS
Knowledge of behavior sciences Awareness of rapid changes in values, public acceptance of life styles Knowledge of tax structures Understand profit and loss statements	Basic math skills with reference to: problem solving, percentages, cost ratios, and comparable numbers Use of computing devices and mechanical aids calculators: electrical and mechanical Ratio and proportion Estimation [total costs] Use of numbers (without calculation): indexing and ratio

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Reading	Analytical reports and charts Bank reports Appraisals	Comprehension, detail/inference, terminology: real estate, finance, accounting, and building trades
Writing	Offers or counter proposals on property	Terminology, general vocabulary, and logic
Viewing	Statistics Properties for sale	Visual analysis, logic, recognition of symbols, codes, and emblems
Speaking	Negotiating with sales people Hiring contractors	

(TASK STATEMENT) ASSIST IN FINANCIAL PLANNING RELATED TO PROJECT

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY -- HAZARD
Local sources of finance: private investors, and/or loan officers of bank Accounting system for project Publications on finance and real estate	Plan cash outlay consistent with expected income Prepare a list of assets and expected improvements Retain accountants to keep expense and tax records; set up the system Plan cash flow of project Meet with owner and developer Review lease terms and expiration date	

DECISIONS	CUES	ERRORS
Decide to operate site as is or to add improvements Select depreciation schedules and other accounting guidelines	Refer to cost ratios experienced by similar operations Records of former owner of existing project Average cost ratios available for most items Insurance program	Failure to exhaust opportunities to borrow at lower rates Long term commitments in face of changing finance structure and rising costs

(TASK STATEMENT) ASSIST IN FINANCIAL PLANNING RELATED TO PROJECT

SCIENCE	MATH – NUMBER SYSTEMS
Principle of business finances Accounting principles	Set of real numbers Fractions/decimals Finding a percent of a number and what percent one number is of another Ratio and proportion Estimation Use of computing devices and mechanical aids calculators: electrical and mechanical

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Writing	Prepare conventional balance sheets Profit and loss statements Procedures for leasing, rent collection, etc Forecast of expected earnings or deficit	Terminology General vocabulary Logic
Speaking	Confer with owner and accountants	Terminology, enunication, clarity of expression, logic, poise

Duty B Mastering, Organizing, and Analyzing Pertinent Facts About Owner's Project and Competitive Rentals and Using These Facts in Marketing, Managing, and Policy Formation

1 Compile information on own and competitive projects' services
2 Prepare vital statistics and outline the advantages of the project
3 Develop and distribute merchandising and public relations materials
4 Study tenant profile and compare to market plan

(TASK STATEMENT) COMPILE INFORMATION ON OWN AND COMPETITIVE PROJECTS' SERVICES

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
General area information: Road networks Transportation - bus stops Schools - all levels Churches Shopping areas - special stores Recreation center Specific facilities: Rent schedules Number and types of apartments Structural style - soundness Square footage offered - closet space Basic equipment and benefits Units occupied and vacant (visual) Units under construction Utility service and costs	Confer with developer or former owner on construction details Acquire up-to-date maps and drawings of grounds and access roads Prepare information sheets on local services and facilities Contact competitors and offer services Keep records of tenant activities	

DECISIONS	CUES	ERRORS
Determine details required to suit needs Select appropriate material for advertising	Types of questions asked by tenant and owner Problems of contractors or utility companies Advertising copy needs Depreciation data	Too little data can cause loss of prospects, poor job performance, or excessive delays in getting work done Insufficient and/or inappropriate advertising

(TASK STATEMENT) COMPILE INFORMATION ON OWN AND COMPETITIVE PROJECTS' SERVICES

SCIENCE	MATH – NUMBER SYSTEMS
Consumer motivation	Read and interpret tables, charts, and/or graphs Basic arithmetic skills and concepts: Rule of thumb Basic measurement skills and concepts:

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Writing	Chamber of Commerce School Board or city	Spelling, business letter, terminology, clarity of expression, and logic
Reading	City maps News released Community organization Commercial reports	Comprehension, detail/inference, definition, recognize symbols, codes, and emblems

(TASK STATEMENT) PREPARE VITAL STATISTICS AND OUTLINE THE ADVANTAGES OF THE PROJECT

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Rental agent Guidelines from the Institute of Real Estate Management Plot of property and main thoroughfares Room count and varying rate Parking facilities and ease of access Record of refrigerators, stoves, disposals, air-conditioners and other commodities Sample social calendar List of tenant activities	Analyze the product offered for rent Present periodic analysis to owner with suggestions for improvement Keep vital statistics and profile of tenants Become familiar with equipment brands, warranties, and quality Send summary of reports to owner	

DECISIONS	CUES	ERRORS
Determine if project creates a favorable first impression Determine if a specific improvement will generate more income than it will cost	Outsider's reaction to complete services Number of qualified prospects that do not sign Response to check list of apartment features	Personal bias – failure to keep open mind Failure to invite teamwork

(TASK STATEMENT) PREPARE VITAL STATISTICS AND OUTLINE THE ADVANTAGES OF THE PROJECT

SCIENCE	MATH – NUMBER SYSTEMS
Consumer psychology Motivation studies	Basic math skills Finding a percent of a number and what percent one number is of another Ratio and proportion Estimation Rule of thumb Properties of the real number system commutative (order) associative (grouping)

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Speaking	Interview suppliers and contractors and deduct factual information from conflicting data	Terminology, clarity of expression, logic, and poise
Writing	Reports to owner Advertising copy	Spelling, description, terminology, clarity of expression, logic, and persuasion and sales technique

(TASK STATEMENT) DEVELOP AND DISTRIBUTE MERCHANDISING AND PUBLIC RELATIONS MATERIALS

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Materials: brochures, calling cards, publicity releases, and pictures of property Architect's plans Construction details Maps of access streets Fact book on project Newcomer's guide book	Prepare publicity materials Write advertising copy Ask for cooperation of advertising media Aquaint employees with facts Place information in newcomer's kit Add to external appeal with landscaping signs, etc.	

DECISIONS	CUES	ERRORS
Determine need for advertising improvements and/or advantages	Tenant's evaluation of appeals of project; appeals relative to competition and criticism	Hidden costs

(TASK STATEMENT) DEVELOP AND DISTRIBUTE MERCHANDISING AND PUBLIC RELATIONS MATERIALS

SCIENCE	MATH – NUMBER SYSTEMS
Principles of merchandising and promotion	Fundamental operations (calculation) Addition algorithm Subtraction algorithm Multiplication algorithm Division algorithm Order of operations, i.e., use of parentheses in simplifying arithmetic expressions

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Speaking	Consult with knowledgeable merchandising persons Staff meetings	Terminology, clarity of expression, logic, poise
Writing	Drafts of ads and/or booklets	Spelling, description, persuasion and sales technique, logic

(TASK STATEMENT) STUDY TENANT PROFILE AND COMPARE TO MARKET PLAN

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Association data on tenant profile Managers handbook Part-time interviewers	Review tenant profile compared to competition Meet and know as many tenants as possible Work on building prospect list Review selling techniques for lack of emphasis on correct appeals Provide statistics on breakdown and projection of number of school age children to local school board	

DECISIONS	CUES	ERRORS
Select for tenant profile: income levels age preference ideal family status pets permitted or barred singles or marrieds	Compare to ideal profile Examine list in light of expected vacancies Group structure and interaction Rental application	Admit prospect that does not fit profile Failure to maintain desirable profile could damage long term prospects of high occupancy

(TASK STATEMENT) STUDY TENANT PROFILE AND COMPARE TO MARKET PLAN

SCIENCE	MATH – NUMBER SYSTEMS
Observation, and interviewing skills Analytical skills Sampling procedures designed to avoid bias	Finding a percent of a number and what percent one number is of another Constructing a balancing matrix showing tenant profile for: each building each floor apartment price range apartment size

COMMUNICATIONS		
PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Speaking	Conversation with sample of tenants	Appropriate diction, clarity of expression, poise
Reading	Questionnaire filled out by new families	Comprehension, detail/inference
Writing	Records of survey results and trends Data from questionnaire	Spelling, classification, description, reports, logic

Duty C Determining and Selecting the Staff and Contracting Groups Required to Operate the Complex

1 Determine and classify number of personnel needed
2 Recruit, train, and control on-site workers
3 Select, supervise, and pay off-site service people, contractors, and suppliers

(TASK STATEMENT) DETERMINE AND CLASSIFY NUMBER OF PERSONNEL NEEDED

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Sample job descriptions Pay scales Local employment agencies Maintenance manuals Local pay scales Labor laws (federal and local)	Study administrative and maintenance requirements Set performance standards Prepare a check list for interviewing prospects Conduct interviews Keep records of contract agreements, hours, paid vacation, sick leave, etc.	Correct classifications may not be available within limit of budget

DECISIONS	CUES	ERRORS
Determine correct allocation of on-site and off-site help Determine relative use of staff and contract labor Consider incentive pay scales	Type quality and age of appliances Type of heating and cooling equipment Extent of landscaping and need for snow removal Rent levels and services associated Gross income and number of rental units	Improper pay scale Select wrong skills or emplyees that are incompatible with tenants Substandard work Understaffed Inappropriate allocation of duties

(TASK STATEMENT) DETERMINE AND CLASSIFY NUMBER OF PERSONNEL NEEDED

SCIENCE	MATH – NUMBER SYSTEMS
Personnel management skills Work control procedures	Basics Finding a percent of a number and what percent one number is of another Ratio and proportion Estimation Rule of thumb Use of numbers (without calculation)

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Reading	Trade magazines Maintenance manuals	Comprehension, detail/inference, informational reports, and terminology
Writing	Job descriptions Contracts Summaries Reports to tax agencies, social security, etc.	Spelling, classification, description, terminology/general vocabulary, clarity of expression, and denotative/connotative words

(TASK STATEMENT) RECRUIT, TRAIN, AND CONTROL ON–SITE WORKERS

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Contacts with other property managers Employment agencies Newspaper advertisements Job descriptions Housekeeping and laundry equipment Home appliances Labor legislation Application forms	Check budget to determine maximum size of payroll Prepare contracts on appropriate jobs Obtain prospects by advertising Interview and screen respondents Train on the job Provide work schedules and time sheets Set up quality control and incentive program Schedule necessary work by day, week, and month Enforce regulations and agreements Provide discipline where needed Keep records	Maintain first aid facilities Have a contract with a physician

DECISIONS	CUES	ERRORS
Determine terms of contract Determine structure and level of pay Determine fringe benefits Determine whether to hire experienced help or train raw recruits	Recruiting patterns Ease of location and prospects Personal appearance or personality, skills Pay scale Travel time	High labor turnover Failure to give clear picture of duties Unqualified workers hired Lack of incentive Low performance expectations High training costs Dishonest employees Failure to pay on time

(TASK STATEMENT) RECRUIT, TRAIN, AND CONTROL ON–SITE WORKERS

SCIENCE	MATH – NUMBER SYSTEMS
Principles of training techniques Capacity to judge competence and integrity of both semi-skilled and unskilled workers Ability to generate team work	Basic math and algorithms Use of numbers (without calculation) Counting Fundamental operations (calculation) Addition algorithm Subtraction algorithm Multiplication algorithm Division algorithm Order of operations, i.e., use of parentheses in simplifying arithmetic expressions Finding a percent of a number and what percent one number is of another Ratio and proportion Estimation Rule of thumb

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Writing Speaking	Advertising for prospects Interviewing to measure skills and build confidence Teaching skills to create functional group	Spelling, classification, clarity of expression Diction, implying, persuasion, logic, poise

(TASK STATEMENT) SELECT, SUPERVISE, AND PAY OFF–SITE SERVICE PEOPLE, CONTRACTORS, AND SUPPLIERS

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Association recommendations Legal advice Maintenance manuals guaranties File of warranties or guaranties that are still in effect Billing and payout procedures Emergency funds Essential parts and supplies inventory	Survey service and maintenance needs Study bids or schedules of charges Select contractors or specialists and draw up agreements and forms Inform employees and tenants who to call and procedures for securing help Have bills approved by manager paid by owner Inspect all work before paying Keep records including drawings of changes when work is hidden by walls or masonry Establish more than one source for each type of service or supply	Establish emergency procedures Secure emergency services

DECISIONS	CUES	ERRORS
Determine whether to put contractor on retainer or pay by job basis Assign responsibility to employee or contractor Discriminate between owner responsibilities and tenant's responsibilities Select contractors	Experienced in residential work Type of service call Consultation with other property managers Promptness of contractor Estimates Competitive bids Contractor's record	Poor quality work Excessive cost Unanswered service call

(TASK STATEMENT) SELECT, SUPERVISE, AND PAY OFF–SITE SERVICE PEOPLE, CONTRACTORS, AND SUPPLIERS

SCIENCE	MATH – NUMBER SYSTEMS
Contracting and negotiation skills Mechanical aptitude	Finding a percent of a number and what percent one number is of another Ratio and proportion [percentage and interest] Estimation Rule of thumb

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Speaking	Delivering oral instructions to contractors and employees	Terminology, enunciation, clarity of expression, logic, usage
Listening	Local inspectors	Auditory discrimination, concentration, note taking
Writing	Priority list of services (i.e. snow clearance, trash pick-up, window washing, etc.)	Classification, denotation/connotation, logic
Viewing	Inspect for preventative maintenance	Visual analysis, detail and inference

Duty D — Advertising Ad Promoting Project Services, Public Relations Duties and Conducting Tenant Relations Programs

1 Structure or modify new project, or existing project
2 Advertise and promote new project construction or acquisition
3 Communicate with prospects, tenants, general public employees and owners

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(TASK STATEMENT) STRUCTURE OR MODIFY NEW PROJECT, OR EXISTING PROJECT

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Promotion features: modern architecture landscaping recreational activities permanent signs outside lighting (including flood lights)	Provide for basic tenant needs in quality manner Plan amenities comparable with rent levels Include some striking or unusual features Write trial advertising or promotion plans before spending money on facilities Check plans with most desirable tenants	

DECISIONS	CUES	ERRORS
Pick image desired	Shelter magazines Advanced architecture journals	Services that may have to be withdrawn Contrary to planned image
Budget resources	Maximum return	Excessive cost
Select consultants	Successful competitors Local lumber yards Materials suppliers	Unusable plans Excessive time

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(TASK STATEMENT) STRUCTURE OR MODIFY NEW PROJECT, OR EXISTING PROJECT

SCIENCE	MATH – NUMBER SYSTEMS
Marketing principles Aesthetics	Basic arithmetic skills and concepts Reduction of fractions Changing mixed numbers to improper fractions Changing percents to fractions and fractions to percents Finding a percent of a number and what percent one number is of another Changing fractions to decimals and decimals to fractions Ratio and proportion Estimation Rounding off decimals and whole numbers Approximation using scientific notation Guess and check method Rule of thumb Property of comparison : equality/equivalence, inequality/greater than/less than

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Writing	Advertising	Description, persuasion and sales technique, logic, usage
Speaking	Public relations personnel	Clarity of expression
Listening	Consultant advice	Auditory discrimination, concentration, logic, note taking

(TASK STATEMENT) ADVERTISE AND PROMOTE NEW PROJECT CONSTRUCTION OR ACQUISITION

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Advertising agencies Telephone directory Newspapers Window signs Outdoor on-site signs	Keep advertisement in yellow pages Place advertisements and/or promotions in local newspaper Consider your tenants a prime target Put on special opening promotions for rent-up period Use project signs and lighting Keep records of inquiries	
DECISIONS	**CUES**	**ERRORS**
Consider using real estate brokers or rent services Determine amount to be spent Select proper media	Competitor's records of response trade Visitor information Budget allocations	Poor response to advertisements Excessive cost for poor return

(TASK STATEMENT) ADVERTISE AND PROMOTE NEW PROJECT CONSTRUCTION OR AQUISITION

SCIENCE	MATH – NUMBER SYSTEMS
Behavioral science Understanding the advertising process, e.g., attention awareness of need educate prospects guide selection to particular merchandise sale closing techniques	Basic arithmetic

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Writing	Advertisements for: newspaper radio	Spelling Classification Description Clarity of expression Persuasion and sales technique Logic
Speaking	Propsective tenants	Appropriate diction, clarity of expression, persuasion and sales technique

(TASK STATEMENT) COMMUNICATE WITH PROSPECTS, TENANTS, GENERAL PUBLIC EMPLOYEES AND OWNERS

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Social groups in complex Memberships in civic groups Neighborhood rental surveys	Define projects strength and most likely source of prospects Plan open house, parties or special activities that will bring prospects in Send newspaper stories about project or tenants when it appears acceptable Develop public image Encourage employees to help recruit Offer rewards for new tenants Publish newsletter	
DECISIONS	**CUES**	**ERRORS**
Determine most appropriate promotion activity Determine where terminating tenants find new space and study benfits of these projects	Type of property or rental Relative cost Volume and type of communication	Slow moving properties Too much publicity - "circus" atmosphere

A2

(TASK STATEMENT) COMMUNICATE WITH PROSPECTS, TENANTS, GENERAL PUBLIC EMPLOYEES AND OWNERS

SCIENCE	MATH – NUMBER SYSTEMS
Public relations skills Entertainment	

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Writing	News releasing In-house paper Bulletin board notices	General vocabulary, clarity of expression, persuasion and sales technique
Speaking	Tenant gathering	Appropriate diction, enunciation, dress, facial and body features, poise

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Duty E — Marketing and Renting Space in New Project and Maintaining Optimum Occupancy Levels and Quality

1 Create and maintain rent roll, vacancy statistics, and tenant profile
2 Organize sales presentation and application procedures
3 Select and show model apartment
4 Screen applications and select most desirable

(TASK STATEMENT) CREATE AND MAINTAIN RENT ROLL, VACANCY STATISTICS, AND TENANT PROFILE

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Rent roll statistics (own and community) Market information from other cities Trained interviewers Advertising copy and mailing pieces Newspapers Radio stations	Determine and compare vacancy level and the vacancy level of competition Keep inventory records of current and expected vacancies Examine prospect lists and sources of prospects for desirable tenants Place advertisements or alert rental agents to start intensive selling if necessary	

DECISIONS	CUES	ERRORS
Determine how many applications to consider vacancy Determine when it pays to relax standards	Update of rent rools Percentage of vacancies	Too many vacancies Undesirable tenants

(TASK STATEMENT) CREATE AND MAINTAIN RENT ROLL, VACANCY STATISTICS, AND TENANT PROFILE

SCIENCE	MATH – NUMBER SYSTEMS
	Basic arithmetic skills and concepts Statistical analysis Averages

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Writing	Advertisements Records	Clarity of expression, persuasion and sales technique, penmanship, classification, report, logic
Reading	Prospect lists Other managers' reports	Comprehension, detail/inference, description

(TASK STATEMENT) ORGANIZE SALES PRESENTATION AND APPLICATION PROCEDURES

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Tenant applications Basic data on project Prepared leases	Organize sales presentation around amenities Set up appointments – explain project, and accept applications Plan number of interviews and select interviewer Observe appearance, manners and performance Plan promotions to precede heavy rental drives	

DECISIONS	CUES	ERRORS
Determine market demand Determine vacancies Select apartments to show	The economy; response to advertising; information from other managers Neatness Availability	Low inquiry rate; too many vacancies Unattended prospect Dissatisfied prospect

(TASK STATEMENT) ORGANIZE SALES PRESENTATION AND APPLICATION PROCEDURES

SCIENCE	MATH – NUMBER SYSTEMS
Persuasion and sales techniques Exhibit qualities of professionalism	Basic arithmetic skills and concepts

A8

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Speaking	Taking applications Explain to prospect	General vocabulary, clarity of expression, persuasion and sales technique, poise
Viewing	Inspect interviewer and prospect	Visual analysis, detail and inference, logic

A8

(TASK STATEMENT) SELECT AND SHOW MODEL APARTMENT

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Model apartments - empty or furnished Furnishings for model apartment Brochures printed for occasion Intensive sales presentation in print Prospect list and/or referrals Application forms Form letter for acceptance or rejection	Select one or more model apartments Clean, furnish, and maintain model apartment Prepare intensive sales presentation Show apartment and project as a unit Keep project clean, neat, and ready for display Follow up undecided prospects Secure confirmation	

DECISIONS	CUES	ERRORS
Determine if model is to be temporary or permanent; the apartment of manager or tenant	Space available, condition apartment, money available for furnishings	Model unavailable or unsuitable for showing (e.g., dirty walls, drafts, marks on walls, broken equipment, etc)

(TASK STATEMENT) SELECT AND SHOW MODEL APARTMENT

SCIENCE	MATH – NUMBER SYSTEMS

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Speaking	Semi-formal presentation	Clarity of expression, persuasion and sales technique, poise
Viewing	Visual impressions	Visual analysis, detail and inference, logic
Writing	Written follow up	Spelling, classification, description

(TASK STATEMENT) SCREEN APPLICATIONS AND SELECT MOST DESIRABLE

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Application forms Credit bureau contract [Letters or phone calls to references] Clerical help Brochures on complex Calling cards Completed application from waiting list	Use applications and interview notes to check applicant Arrange a second visit for most desirable prospects Ask questions about prospects' needs If applicant is looking for better facilities of or lower rents or if applicant cannot be served now, refer to other complex Obtain a credit rating for prospect If rejected applicant has some appeal, put in reserve	

DECISIONS	CUES	ERRORS
Determine strictness of and criteria for screening Determine whether to cooperate with competitors for mutual benefit Determine alternate sales clinchers	Income, credit rating, occupation, neighborhood	Loss of desirable tenant

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(TASK STATEMENT) SCREEN APPLICATIONS AND SELECT MOST DESIRABLE

SCIENCE	MATH – NUMBER SYSTEMS
Exhibit capacity to ascertain personal qualities Exhibit capacity to listen openly and attentively Exhibit qualities of tact, poise, consideration, graciousness and imagination	Basic arithmetic skills and concepts

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Speaking	Interview prospects Explain lease and qualifications	General vocabulary, enunciation, poise
Listening	Prospect's answers to interview questions	Discriminate facts from non-facts, concentration, note taking
Viewing	Prospect's appearance	Visual analysis, detail and inference, logic

Duty F Leasing, Renewal of Leases and Solving Problems Related to Terms of Lease and Riders

1 Select terms of general lease and add riders
2 Negotiate lease and explain covenants and riders to prospect
3 Record and file lease form for reference, renewal, and possible use

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(TASK STATEMENT) SELECT TERMS OF GENERAL LEASE AND ADD RIDERS

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
General lease approved by owner's lawyer Form letters on lease violations	Select general lease provisions to prepare form Advertise covenants necessary to specify extent and amount of service Describe service and tenants obligations Cover specials – pets, children, causes for termination Include clear provisions for renewal	

DECISIONS	CUES	ERRORS
Select correct form Determine length of lease Determine deposit required Determine when terms are violated Determine strictness of enforcement	Competitor's terms, standard guidelines, legal needs Termination date from rent roll Check against lease terms Circumstances of violation	Omitting critical points from lease Neglecting to get signature Misunderstanding of terms Unnecessary threats of legal action Fostering uncooperative attitude in tenant

(TASK STATEMENT) SELECT TERMS OF GENERAL LEASE AND ADD RIDERS

SCIENCE	MATH – NUMBER SYSTEMS
Exhibit capacity to engender clear statement of rationale Exhibit qualities of tact, poise, consideration, graciousness and imagination	Basic arithmetic skills and concepts Changing percents to fractions and fractions to percents Finding a percent of a number and what percent one number is of another

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Reading Writing	Lease forms Legal requirements Lease terms	Comprehension, detail and inference, informational reports, definition, terminology Spelling, description, clarity of expression, logic, usage

(TASK STATEMENT) NEGOTIATE LEASE AND EXPLAIN COVENANTS AND RIDERS TO PROSPECT

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY - HAZARD
Lease forms approved by owner Strong box for temporary storage of leases and deposit of money Covenants (agreements to abide by certain rules and regulations mentioned in lease) Riders (additions to lease)	Convince tenant that lease is of mutual benefit Clearly explain meaning of covenants Discuss special or unusual features of leases Obtain deposit Obtain tenant's signature on lease	

DECISIONS	CUES	ERRORS
Determine if concessions to tenants are necessary to obtain signature	Consumer and tenant laws Tenant hints about small rebates – painting apartments, etc.	Misunderstanding of terms

(TASK STATEMENT) NEGOTIATE LEASE AND EXPLAIN COVENANTS AND RIDERS TO PROSPECT

SCIENCE	MATH – NUMBER SYSTEMS
Exhibit capacity to listen openly and attentively Exhibit qualities of tact, poise, consideration, graciousness and imagination Maintain capacity to foster cooperation and cope with conflict behavior	Basic arithmetic skills and concepts Reduction of fractions Finding a percent of a number and what percent one number is of another

LS

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Speaking	Explain lease to prospects	General vocabulary, clarity of expression, persuasion and sales technique, poise
Reading	Terms of lease	Comprehension, detail and inference, proposal, definition, terminology

(TASK STATEMENT) RECORD AND FILE LEASE FORM FOR REFERENCE, RENEWAL, AND POSSIBLE USE

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Permanent files in office Standard cards Rent roll Records of expiration dates and special provisions	Enter statistics on rent roll File lease and record expiration date Recover and renew expired leases Summarize rents and expiration dates on monthly report to owner	Use fireproof storage for records, leases, files, etc
DECISIONS	**CUES**	**ERRORS**
Determine termination or renew lease; strict or lax enforcement; add new riders	Records of expiration date Possible legal action	Failure to use leased could result in cyclic rentals with changing economy and seasons

(TASK STATEMENT) RECORD AND FILE LEASE FORM FOR REFERENCE, RENEWAL, AND POSSIBLE USE

SCIENCE	MATH – NUMBER SYSTEMS
Accounting, record keeping	Basic arithmetic skills and concepts

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Writing	Internal records Report to owner	Penmanship, spelling, classification, informational reports, clarity of expression, logic

Duty G Moving Tenants In and Out of Apartments, Maintaining Good Will, and Continuity of the Lease

1 Inspect and repair vacant apartments
2 Schedule move-in, greet tenant, and provide necessary equipment
3 Schedule move-outs, inspect for security refund, and estimate cost of refurbishing

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(TASK STATEMENT) INSPECT AND REPAIR VACANT APARTMENTS 61

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Employees' handbook Standard renovating procedures for unoccupied apartments Staff members and contractors assigned to this function Hand tools for basic carpentry, basic electrical work, and minor repairs on heating, plumbing, and masonry Reference of reliable contractors Local health and safety codes	Keep records of vacancy dates Examine damage reports and prepare service request Perform routine maintenance and possible improvements Record time renewed apartment will be ready, and cost figures Inspect before new occupant moves in Contract for necessary repairs Store tools and equipment Have changes examined by local inspectors	

DECISIONS	CUES	ERRORS
Determine extent of damage – frequency of repair Determine whether to convert to furnished facility Estimate extent of tenant liability for damage to apartment	Lease expiration dates, notices to vacate apartment sent Rent roll forms should inform of empties and room count Time since last overhaul Lease terms	Failure to renovate promptly could cost rental income Sloppy job may cost good will of new tenant

(TASK STATEMENT) INSPECT AND REPAIR VACANT APARTMENTS

SCIENCE	MATH – NUMBER SYSTEMS
Basic knowledge of building trades (i.e. carpentry, electrical wiring, masonry, etc)	Basic arithmetic skills and concepts Reduction of fractions Changing mixed numbers to improper fractions Changing percents to fractions and fractions to percents

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Writing	Instructions on work request form Reports on damage Estimates Tax reports	Penmanship Spelling Classification Terminology Clarity of expression
Reading	Local codes Recommendations	Comprehension, detail and inference, definition, terminology
Viewing	Inspect apartment and work	Visual analysis, detail and inference, recognize symbols, codes and emblems

(TASK STATEMENT) SCHEDULE MOVE–IN, GREET TENANT, AND PROVIDE NECESSARY EQUIPMENT

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TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Reciept for keys, pool passes, and books Important telephone number lists Community guides Newcomer books Appliance operating instructions Newsletters of complex Social schedules of complex Sample set of community rules	Inform new tenant of day of the move-in and record date Warn new tenant about utility transfer Meet tenant on move-in day – deliver and get receipt for keys, identification cards, etc. Give tenant verbal and printed information on the community services Instruct new tenant in emergency procedures Instruct new tenant in rent paying procedures Introduce new people to other tenants Record event and continue relations with tenant	Arrange for minimum interrruption to traffic pattern

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DECISIONS	CUES	ERRORS
Determine schedule for moves Determine assistance needed for moves	Communication with rental agent and/or office Out-of-town move-ins need more help	Too many move-ins on one day causes congestion and inconvenience No provisions for removal of debris

(TASK STATEMENT) SCHEDULE MOVE–IN, GREET TENANT, AND PROVIDE NECESSARY EQUIPMENT

SCIENCE	MATH – NUMBER SYSTEMS
Exhibit qualities of tact, poise, consideration, graciousness and imagination Maintain capacity to foster cooperation and cope with conflict behavior Grant appropriate regard for tenant's unique needs	Basic arithmetic skills and concepts

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Speaking	Instructing tenant	General vocabulary, clarity of expression, poise
Writing	Record move	Penmanship, classification, logic

(TASK STATEMENT) SCHEDULE MOVE–OUTS, INSPECT FOR SECURITY REFUND, AND ESTIMATE COST OF REFURBISHING 65

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Eviction forms Damage check list Forms requesting repair and refinishing	Be aware of move-out dates and control if possible Pre-inspect at time of notice and at move-out time Make estimate of damage and record Pay security money not needed for damages within prescribed time Record vacant unit and prepare to refurbish Obtain forwarding address from old tenant	

DECISIONS	CUES	ERRORS
Determine amount of damage Determine amount of security needed to cover damages	Paint condition, refurnishing, appliances Damage estimates Unpaid utilities	Over or under estimate costs

(TASK STATEMENT) SCHEDULE MOVE–OUTS, INSPECT FOR SECURITY REFUND, AND ESTIMATE COST OF REFURBISHING

SCIENCE	MATH – NUMBER SYSTEMS
Grant concious attention to smoothly flowing teamwork	Basic arithmetic skills and concepts Reduction of fractions Changing mixed numbers to improper fractions Changing percents to fractions and fractions to percents Finding a percent of a number and what percent one number is of another Changing fractions to decimals and decimals to fractions Ratio and proportion Estimation Rounding off decimals and whole numbers Approximation using scientific notation Guess and check method Rule of thumb Property of comparison equality/ equivalence inequality/greater than/less than

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COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Reading	Forms, files, estimates of damage	Comprehension, detail and inference, description, definition, terminology
Viewing	Inspecting apartment	Visual analysis, detail and inference, describing logic, color discrimination

Duty H Billing, Collecting, and Accounting for Security Deposits, Penalty Payments and Other Funds

1 Comply with legal and owner's policy on rents and service
2 Collect and deposit rent and follow-up delinquent tenants
3 Develop tenant relations and service policy

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(TASK STATEMENT) COMPLY WITH LEGAL AND OWNER'S POLICY ON RENTS AND SERVICE

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY - HAZARD
Tenant record cards Resident manager's handbook (RMH) Legal interpretation of the terms of lease	Keep separate file of tenants slow pay or deliquent on rent Study recommendations of owner's lawyer Read trade press on subsidized housing rent strikes and evictions Keep communications with tenant in writing	

DECISIONS	CUES	ERRORS
Determine individual tenant needs and problems Determine action to be taken on deliquent accounts	Terms of lease, tenant laws Small children indicate danger in court Low income Hardship case Record of delinquent rents	Legal suits Impaired cash flow

(TASK STATEMENT) COMPLY WITH LEGAL AND OWNER'S POLICY ON RENTS AND SERVICE

SCIENCE	MATH – NUMBER SYSTEMS
Exhibit qualities of tact, poise, consideration, graciousness and imagination Maintain capacity to foster cooperation and cope with conflict behavior	Basic arithmetic skills and concepts Reduction of fractions Changing mixed numbers to improper fractions Changing percents to fractions and fractions to percents Finding a percent of a number and what percent one number is of another Changing fractions to decimals and decimals to fractions Ratio and proportion Estimation Rounding off decimals and whole numbers Approximation using scientific notation Guess and check method Rule of thumb Property of comparison equality/equivalence inequality/greater than/less than

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Reading	Trade press Records Lease terms	Comprehension, detail/inference, informational reports, terminology
Writing	Communications to tenant Reports to owner	Spelling, reports, terminology, clarity of expression, logic

(TASK STATEMENT) COLLECT AND DEPOSIT RENT AND FOLLOW–UP DELINQUENT TENANTS

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Forms: rent bills rent report Delinquent notices Central receiving point box	Establish simple billing and collecting procedures Be firm with slow paying or delinquent tenants Set delinquency date (seventh month) and collect penalty after that date Report irregular occurences to owner or agent Send monthly rent summary and itemized account of delinquent rents to owner Visit delinquent tenants	

DECISIONS	CUES	ERRORS
Determine due dates, methods of collection Determine when deliquent tenant is classified as "hardship case" and given more time	Lease terms Convenience Change of job Job layoff Strikes Unusual medical expenses	Delinquent accounts Legal suits Endangered cash flow Undue or additional hardship on tenant

(TASK STATEMENT) COLLECT AND DEPOSIT RENT AND FOLLOW–UP DELINQUENT TENANTS

SCIENCE	MATH – NUMBER SYSTEMS
Maintain regard for differing views on maximum efficiency of the operation Exhibit capacity to engender clear statement of rationale Exhibit qualities of tact, poise, consideration, graciousness and imagination	Basic arithmetic skills and concepts Reduction of fractions Changing mixed numbers to improper fractions Changing percents to fractions and fractions to percents Finding a percent of a number and what percent one number is of another Changing fractions to decimals and decimals to fractions Ratio and proportion Estimation Rounding off decimals and whole numbers Approximation using scientific notation Guess and check method Rule of thumb Property of comparison equality/equivalence inequality/greater than/less than

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Writing	Letters of notice or rent bills	Spelling, business letters, general vocabulary, clarity of expression, logic
Speaking	Visiting delinquent tenants	General vocabulary, implying, clarity of expression, logic, facial and body features, poise

(TASK STATEMENT) DEVELOP TENANT RELATIONS AND SERVICE POLICY

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY - HAZARD
Office staff Personal calls Form letters	Confer with owner to determine your decision area and special service budget Be sure to understand owner's and tenant's lease obligations Act as an arbitrator between owner and tenant (explain policy) Stay within carefully planned budget Know tenants when possible Respond promptly to complaints Clean and supervise common area and clubroom Cooperate with civic groups and newspapers	

DECISIONS	CUES	ERRORS
Determine service policy (e.g. club rooms, outdoor recreation, special transportation, etc)	Complaint levels, vacancies, budget, older facilities	Unhappy tenants, tenant union, or consumer action

(TASK STATEMENT) DEVELOP TENANT RELATIONS AND SERVICE POLICY

SCIENCE	MATH – NUMBER SYSTEMS
Exhibit capacity to engender clear statement of rationale Exhibit qualities of tact, poise, consideration, graciousness and imagination Grant conscious attention to smoothly flowing teamwork Grant appropriate regard for tenant's unique needs	Accounting and basic math

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Writing	Bulletin boards, newsletters Social groups	Spelling, memo format, clarity of expression
Speaking	Answer telephone complaints	General vocabulary, clarity of expression, poise

Duty I Developing Tenant Relations and Service Policy and Provide Amenities as Planned

1 Provide for emergencies, safety, and security maintenance
2 Program social and recreational activities sponsored by complex
3 Provide service and maintenance to individual apartments and common areas

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(TASK STATEMENT) PROVIDE FOR EMERGENCIES, SAFETY, AND SECURITY MAINTENANCE

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
List of emergency phone numbers Knowledge of community services Simple first aid kits Emergency fire-fighting equipment Stretchers and blankets Police report forms to be filled out by all tenants Bulletin boards Exit and safety signs	Provide tenants with phone numbers and instructions for emergency requests Keep responsible party on premises at all times to make decisions Be prompt and courteous but do not allow tenant to take advantage of good will emergency service Carry liability and comprehensive insurance for owner's protection Explain the importance of safety to tenant and build safety into the complex Larger projects hire security guards – keep in touch with the police and/or place security agency on contract Plan and enforce a safe traffic and parking pattern Plan and enforce recreation area (including pools) safety rules	Follow all standard safety and health codes Establish traffic patterns, snow removal, parking areas Provide adequate outside and common area lighting Maintain integrity of security system (i.e. no duplicate keys passed out to unauthorized persons, change of locks, etc)

DECISIONS	CUES	ERRORS
Determine emergency, safety, and security procedures Determine method of dissemination of information	Publications, laws, and ordinances Bulletin boards, flyers, demonstrations	Legal liability Unaware tenants

(TASK STATEMENT) PROVIDE FOR EMERGENCIES, SAFETY, AND SECURITY MAINTENANCE

SCIENCE	MATH – NUMBER SYSTEMS
Maintain capacity to function efficiently when encountering fast changing multiple, personal or situational variables Exhibit qualities of self-confidence, self-control, self-reliance, self-respect, and adaptability Exhibit capacity to ascertain best service for particular needs of the tenants	Basic arithmetic skills and concepts

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Writing	Bulletin board notices, flyers	Spelling, clarity of expression, description, logic, general vocabulary
Speaking	Explain procedures to tenants	General vocabulary, clarity of expression, logic poise

(TASK STATEMENT) PROGRAM SOCIAL AND RECREATIONAL ACTIVITIES SPONSORED BY COMPLEX

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY - HAZARD
Tenant organizations Social director Recreation hall Club room Outdoor sports facilities	Starting with existing facilities, build active program in cooperation with tenant Budget printed material, secretarial help, and possibly refreshments Publish rules, firm dates, and possibly an annual calendar of events Gain maximum free publicity for project name Keep careful records of cash outlay	Follow standard safety regulations for recreation areas

DECISIONS	CUES	ERRORS
Determine programs Determine amount of budget for program Determine which programs to keep	Tenant profile Social leaders in project Tenant surveys	Unsatisfied tenants Too much supervision needed Poor attendance

(TASK STATEMENT) PROGRAM SOCIAL AND RECREATIONAL ACTIVITIES SPONSORED BY COMPLEX

SCIENCE	MATH – NUMBER SYSTEMS
Maintain capacity to function efficiently when encountering fast changing multiple, personal or situational variables Exhibit qualities of self-confidence, self-control, self-reliance, self-respect, and adaptability Exhibit capacity to ascertain best service for the particular needs of the tenants	Basic arithmetic skills and concepts

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Writing Reading	Schedule and publish activities and dates Tenant surveys and profile	Spelling, classification, clarity of expression Comprehension, detail and inference, informational reports

(TASK STATEMENT) PROVIDE SERVICE AND MAINTENANCE TO INDIVIDUAL APARTMENTS AND COMMON AREAS

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Project managers should have easy access to tools and operating manuals for: basic carpentry basic electrical repair minor plumbing and heating repairs maintenance shop minor painting and touch-up project vehicles and equipment	Inform all tenants of their responsibilities Do necessary work promptly Keep records of individual service paid or non-paid Be neat, agreeable, and courteous while working Be firm in not over-doing services Help tenants find service people for work not covered by terms of lease Practice preventative maintenance on vacant apartments	Follow all safety and health standards

DECISIONS	CUES	ERRORS
Determine need to change or improve service	Complaint levels Vacancies Tenant turnover Rising costs	Lease services not fulfilled
Determine whether to replace or repair defective equipment	Wear Cost Recommendation	Unnecessary replacement Repairs more costly than replacement

(TASK STATEMENT) PROVIDE SERVICE AND MAINTENANCE TO INDIVIDUAL APARTMENTS AND COMMON AREAS

SCIENCE	MATH – NUMBER SYSTEMS
Construction techniques Electrical skills Plumbing, heating, and air-conditioning Painting Cleaning and sanitation Interior decorating skills	Basic arithmetic skills and concepts Guess and check method Rule of thumb

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Writing	Prepare rules and guidelines that refer to maintenance work and cooperation needed Signs, letters, notices	Spelling, clarity of expression, logic, persuasion
Speaking	Explain work to tenants if requested	Enunciation, clarity of expression, logic, poise

Duty J Maintaining, Repairing and Improving Project by Staff and Contractors

1 Inspect complex and forecast maintenance needs and cost
2 Establish work schedule, work incentives and control activities
3 Study and control individual functions of staff
4 Provide employee training, refresher courses, and work incentives
5 Contract for selected maintenance and service
6 Prepare, fill out, and file work forms and pass outs

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(TASK STATEMENT) INSPECT COMPLEX AND FORECAST MAINTENANCE NEEDS AND COST

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Building inspection report forms: interior exterior grounds Community rules and forms for safety and health Records of projects past costs and/or records of average cost in other complexes Standard forms available from Institute of Real Estate Management	Select appropriate forms and delegate responsibility for inspection Schedule inspection, collect, and analyze data Follow through with indicated action after conference with owner Note: In some cities, a city inspector who inspects a building on his/her own time (moonlighting) must report code violations to city	Note safety and health code violations

DECISIONS	CUES	ERRORS
Determine value of preventive maintenance versus repair as needed Determine schedule for repairs	"Heavy" damage on inspection Poor maintenance Inspection and forecast reports Kind of repairs Cost Money available	Excessive costs Unrentable apartments Loss of revenue

(TASK STATEMENT) INSPECT COMPLEX AND FORECAST MAINTENANCE NEEDS AND COST

SCIENCE	MATH – NUMBER SYSTEMS
Exhibit capacity to engender clear statement of rationale Distribute personnel with regard to leadership qualities and experiences for optimum team performance	Basic arithmetic skills and concepts Estimation

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Reading	Reports	Comprehension, detail/inference, logic, general vocabulary
Viewing	Inspection	Visual analysis, detail/inference, logic, recognize symbols, codes, emblems, color discrimination

(TASK STATEMENT) ESTABLISH WORK SCHEDULE, WORK INCENTIVES AND CONTROL ACTIVITIES

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TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Bulletin board for posting schedules Work schedule forms Calendar of special maintenance	Work schedule by day, week, year Provide for check off of work schedule and enforce compliance Allow for flexibility and emergencies Continue to improve schedule Give incentives for employee performance Keep cost records	Establish and enforce safety and health rules regarding equipment, tools, and materials used in maintenance work

DECISIONS	CUES	ERRORS
Determine whether to abandon written work schedule for workers that demonstrate ability to manage their time Determine amount and type of work to be scheduled	Tenant compaints – frequency of service calls Lease terms, preventative maintenance schedule, vacancies	Underestimate time required to do quality work Laxity of control Over or under worked employees

(TASK STATEMENT) ESTABLISH WORK SCHEDULE, WORK INCENTIVES, AND CONTROL ACTIVITIES

SCIENCE	MATH – NUMBER SYSTEMS
Exhibit capacity to engender clear statement of rationale Distribute personnel with regard to leadership qualities and experiences for optimum team performance	Basic arithmetic skills and concepts Reduction of fractions Changing mixed numbers to improper fractions Changing percents to fractions and fractions to percents Finding a percent of a number and what percent one number is of another Changing fractions to decimals and decimals to fractions Ratio and proportion Estimation Rounding off decimals and whole numbers Approximation using scientific notation Guess and check method Rule of thumb Property of comparison equality/equivalence inequality/greater than/less than

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Speaking	Interviewing workers	Terminology Implying Clarity of expression Logic Poise
Writing	Work schedules	Penmanship, spelling, classification, logic

(TASK STATEMENT) STUDY AND CONTROL INDIVIDUAL FUNCTIONS OF STAFF

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Knowledge of: Troubleshooting techniques Building nomenclature Blueprint reading Use of building materials Interior finishes Exterior finishes Utilities service Custodial service and equipment Landscape care Preventive maintenance Appropriate management forms	Post work schedule Require performance reports Analyze tasks individually Reprimand or reward Consult vendors or specialists on trouble spots Maintain confidence of employees Make corrections whenever necessary Review cost of materials used Prepare and check performance on instructions for apartment cleaners	Establish and enforce safety and health rules regarding equipment, tools and materials used in maintenance work

DECISIONS	CUES	ERRORS
Determine whether to re-assign work for efficiency Determine whether to remove sub-standard help	Tenant complaints, frequency of service calls, outside consultants, costs	Excessive cost Excessive time

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(TASK STATEMENT) STUDY AND CONTROL INDIVIDUAL FUNCTIONS OF STAFF

SCIENCE	MATH – NUMBER SYSTEMS
Exhibit capacity to engender clear statement of rationale Distribute personnel with regard to leadership qualities and experiences for optimum team performance	Basic arithmetic skills and concepts

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Reading	Performance reports	Comprehension, detail/inference, logic, informational report
Speaking	Employee interview	Clarity of expression, questioning techniques, logic

(TASK STATEMENT) PROVIDE EMPLOYEE TRAINING, REFRESHER COURSES, AND WORK INCENTIVES

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Professional courses Associations Experienced employees Suppliers and vendors Consulting engineers Government publications Health and safety groups Police and fire department Developer Utility companies	Set up formal training if possible Provide new employees with phone numbers and names of people to call Set training deadline for employee Be specific when criticizing	

DECISIONS	CUES	ERRORS
Determine whether to have formal or on the job training Determine whether to hire inexperienced or experienced help Determine whether to have employees to do the work or contract to have it done	Training needs, equipment, type of work Difficulty of work aptitude of employee Complexity and scope of work	Loss of efficiency, excessive costs

(TASK STATEMENT) PROVIDE TRAINING, REFRESHER COURSES, AND WORK INCENTIVES

SCIENCE	MATH – NUMBER SYSTEMS
Exhibit capacity to engender clear statement of rationale Distribute personnel with regard to leadership qualities and experiences for optimum team performance	Basic arithmetic skills and concepts

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Speaking	Interviewing or instructing employees	Enunciation, clarity of expression, logic, persuasion
Writing	Reports, keeping records of training	Penmanship, spelling, classification, clarity of expression, informational reports

(TASK STATEMENT) CONTRACT FOR SELECTED MAINTENANCE AND SERVICE

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY - HAZARD
Conventional contracts available New construction drawings Major painting schedules Masonry work Grounds maintenance program Heating and air-conditioning diagrams Trash collection contracts Snow removal contracts Security (on premise) Employees Rentals Forms needed: Service request Estimate forms and rules Field purchase orders and accounts Budget approved by owner	Define and schedule routine contracting Outline emergency contracts and system for securing performance Select contractors and arrange terms Establish plan for inspecting contract work Keep records of contractor's performance Make sure utility companies and suppliers of equipment perform maintenance and services they are obligated to perform Pay contractors Record contract as an operating cost	Establish and enforce safety and health rules regarding equipment, tools and materials used in maintenance work
DECISIONS	**CUES**	**ERRORS**
Select work to contract Determine billing procedure and schedule of payment	Available maintenance help; cost of in-house maintenance versus contract Contract terms	Loss of efficiency; excessive costs

(TASK STATEMENT) CONTRACT FOR SELECTED MAINTENANCE AND SERVICES

SCIENCE	MATH – NUMBER SYSTEMS
Exhibit capacity to engender clean statement of rationale Distribute personnel with regard to leadership qualities and experiences for optimum team performance	Basic arithmetic skills and concepts Percentages and interest

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Reading	Cost estimates Informal contracts	Comprehension, detail/inference, informational reports
Writing	Keeping records Writing contracts	Penmanship, spelling, classification

(TASK STATEMENT) PREPARE, FILL OUT, AND FILE WORK FORMS AND PASS OUTS

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY - HAZARD
Management forms or pass outs: Prospective tenant's questionnaire Rental application, and apartment lease Community rules List of services and conveniences Newsletter and bulletins Rent collection report (internal) Rental report (to manager) Rental survey record (competition) Police check (to police) (Personal history of the individual) Instructions for apartment cleaners (also a check list for performance to be turned in to the office) Apartment check list (for use in damage and maintenance checks) Repair order forms (internal and contractor) Requisition – purchase order; work schedules day, month, year Building and Exterior Inspection Report and form letters	Set up system for procurring and dispersing forms Instruct appropriate persons in use of forms Insist on completion of forms and check performance Follow up with appropriate action Keep records at a convenient location	Keep forms and files in fireproof containers

DECISIONS	CUES	ERRORS
Determine forms essential to the operation	Failure to turn in forms Poor completion rates indicates misunderstanding by employees Accuracy checks	Too many reports will destroy initiative of employees Meaningless forms and reports waste time and money

(TASK STATEMENT) PREPARE, FILL OUT, AND FILE WORK FORMS AND PASS OUTS

SCIENCE	MATH – NUMBER SYSTEMS
	Basic arithmetic skills and concepts

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Viewing	Completed forms	Visual analysis, detail/inference, recognize symbols, codes, and emblems
Speaking	Instructions for use of forms	Clarity of expression, enunciation

Duty K Administrating, Record Keeping, and Communications

1 Coordinate all phases of operation
2 Keep records, including bookkeeping
3 Supervise social activities and relations between tenants
4 Report to owners monthly and annually

(TASK STATEMENT) COORDINATE ALL PHASES OF OPERATION

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY - HAZARD
Associations Legal aid	Maintain office and staff Integrate work of on-site and off-site employees Purchase and store supplies Assign and inspect work, security and code compliance Manage budget and pay bills Report to owner and city officials Supervise social events Inform all interested parties of facts required to do work properly Provide answering service for phone	Keep forms and files in fireproof containers

DECISIONS	CUES	ERRORS
Delegate authority or maintain highly centralized control Determine whether to integrate with community or be self-sufficient	High morale of employees Net profit	Delegating responsibility without authority or incentives is serious error No feedback Check discrepencies

(TASK STATEMENT) COORDINATE ALL PHASES OF OPERATION

SCIENCE	MATH – NUMBER SYSTEMS
Exhibit capacity to engender clear statement of rationale Distribute personnel with regard to leadership qualities and experiences for optimum team performance Grant attention to smoothly flowing teamwork Exhibit capacity to ascertain best service for tenants Communicate pride in establishment	Basic arithmetic skills and concepts

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Speaking	Coordinate communication between tenants, employees, owners	Clarity of expression, logic, general vocabulary
Writing	Reports, keeping records	Penmanship, spelling, classification, logic, general vocabulary
Reading	Manuals, journals, reports, estimations	Comprehension, detail/inference, informational reports, definition

(TASK STATEMENT) KEEP RECORDS, INCLUDING BOOKKEEPING

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY - HAZARD
Office staff may be: secretary head housekeeper rental agent chief maintenance person bookkeeper Management form or pass outs: prospective tenants questionnaire, rental application, apartment lease, community rules, list of services and conveniences, newsletter, rent collection report (internal), rental report (to manager), rental survey record (competition), police check (to police), (personal history of applicant), instructions for apartment cleaners (also a check list for performance) to be turned into office, apartment check list (for use in damage and maintenance checks), repair order forms, requisition purchase order	Hire accountants and/or bookkeepers Identify functions, complex structures and unit Assign responsibility for collection of data or collect personally Establish procedure for filing, processing, and analyzing records Be prepared to disperse information, summarize facts for owner or managers for advertising, publicity or legal purposes File information on significant one time events for use in year end report	Records and files kept in fireproof storage

DECISIONS	CUES	ERRORS
Evaluate data for relative Determine what records to keep or destroy	Long hours Inability to produce essential facts No profit operation Duplicates Type of transaction Tax needs	Excessive work overkill very likely Too little data particularly in subsidized housing

(TASK STATEMENT) KEEP RECORDS INCLUDING BOOKKEEPING

SCIENCE	MATH – NUMBER SYSTEMS
	Basic arithmetic skills and concepts Percentages Ratios

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Writing Viewing	Records Data	Penmanship, spelling, classification, logic, denotation/connotation Visual analysis, detail/inference, recognize symbols, codes, emblems

(TASK STATEMENT) SUPERVISE SOCIAL ACTIVITIES AND RELATIONS BETWEEN TENANTS

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
May hire social director Community rooms and kitchens Furniture for lounge Athletic equipment and recreation areas Pool and accessories Ameneties - park benches, fountains	Maintain social centers, swimming pools, parks or lakes, and other amenaties compatible with complex image, space, or rent structure Supervise the ameneties to maximize tenant satisfaction at an optimum cost Advertise and promote all amenities Help groups arrange for specific meetings Publish social calendar	Social and athletic functions create dangers of legal action by tenants against landlord, unless areas conform closely to the legal requirements Improper landscaping or selection of trees and shrubs can produce hazards Parking lots – sidewalks, swimming pools produce hazards

DECISIONS	CUES	ERRORS
May hire social director May allow outsiders to rent social area or recreational areas May allow firm to lease laundry and put in their own machines Permit employees to manage social and recreational area	Level of use Size of complex	Failure to utilize social and recreational area properly No public insurance

(TASK STATEMENT) SUPERVISE SOCIAL ACTIVITIES, AND RELATIONS BETWEEN TENANTS

SCIENCE	MATH – NUMBER SYSTEMS
Exhibit capacity to engender clear statement of rationale Distribute personnel with regard to leadership qualities and experiences for optimum team performance Grant attention to smoothly flowing teamwork Exhibit capacity to ascertain best service for tenants Communicate pride in establishment	Basic arithmetic skills and concepts Reduction of fractions Changing mixed numbers to improper fractions Changing percents to fractions and fractions to percents Finding a percent of a number and what percent one number is of another Changing fractions to decimals and decimals to fractions Ratio and proportion Estimation Rounding off decimals and whole numbers Approximation using scientific notation Guess and check method Rule of thumb Property of comparison equality/equivalence inequality/greater than/less than

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Speaking Writing	Tenant and employee activities Notices, newsletters	Clarity of expression, logic, general vocabulary Spelling, clarity of expression, general vocabulary

(TASK STATEMENT) REPORT TO OWNERS MONTHLY AND ANNUALLY

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY -- HAZARD
Complete set of management forms and redo records Assistance of accountant or bookkeeper Economic data on local community	Prepare cash flow statement current and for same period as previous year Present summary of major repairs and improvements Give a thumbnail sketch of the quality of tenants Report promotions and ad activities Supply social calendar with notes on success and failures Project earnings and activities for next calendar year	Report accidents and safety/hazards remaining in complex Check for errors in wording or math Keep copies of all reports

DECISIONS	CUES	ERRORS
Determine whether to give date with relatively little analysis or present detailed interpretations	Amount of discrepancy from previous reports Owner's policy Suggestions for improvement	Owner dissatisfaction

(TASK STATEMENT) REPORT TO OWNER S MONTHLY AND ANNUALLY

SCIENCE	MATH – NUMBER SYSTEMS
	Basic arithmetic skills and concepts Percentages Statistics and analysis Charts, diagrams, graphs

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Writing	Reports, tables	Spelling, clarity of expression, classification, description, informational reports, logic
Speaking	Oral report or interview	General vocabulary, enunciation, clarity of expression, logic, gestures, dress, facial and body features, poise

GLOSSARY

Amenity – Amenities are functions, services, physical features or attractions provided to bui.. tenant good will or serve as marketing tools. That type of service is minimal in low income units and maximized in luxury projects.

Project – is the most common term used to describe the span of control of one resident manager. It may be a wing of a building, one building or several buildings with grounds, parks, and recreation areas.

Complex -- is sometimes used interchangably with project but usually applies to the larger rental properties.

Tenant – refers to occupant of a rental unit.

Leasee – is a term used interchangably with tenant referring to erson holding the lease.

Comparables – are records of real estate sales that have been completed. Recent sales of property of the type under consideration aid in indicating market value.

Profile of a tenant – refers to the vital statistics, socio-economic factors and rent performance of existing tenants of project or competing projects.

A desirable or planned profile – describes the tenant body property managers would prefer.

Rent rolls – show tenants name, apartment number, lease data and rent payment.

Subsidized developments – are those using government money for all or part of financing.

Developer – Company or person who plans and/or constructs projects (developer and owner may be the same).

Optimum – This is the best or most that can be obtained at a reasonable cost or sacrifice. In other words, optimum occupancy may not be 100% but some level less than 100% that will allow major maintenance and repair or provide for continuing rental effort.